

# Organizational Behavior and Work

Wednesdays, 3:55m - 6:55pm, Synchronous Remote

## Instructor

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## Course Description

*“Management is the most noble of professions if it’s practiced well. No other occupation offers as many ways to help others learn and grow, take responsibility and be recognized for achievement, and contribute to the success of a team. One of the most compelling trends in the teaching and practice of business management over the last two decades is the transformation of manager from someone expected to have all the answers to a person whose primary role is develop the people around them to their full capabilities.”*  
- Clay Christensen, Professor, Harvard Business School

Organizational Behavior (OB) is a field of study that explores human psychology and behavior at work, group processes and team dynamics, and organizational culture and design. This exploration yields an understanding of OB concepts and theories and builds self-mastery over one’s own thoughts, emotions, energy, and actions. This self-mastery enables students to function at their highest level of capabilities and become effective and competent at work. This competency also enables future managers to create conditions for employees to thrive, establish processes for teams to innovate, and design systems for organizations to succeed. This course uses a “flipped classroom” format - students complete readings and assignments prior to attending classes and class time is devoted to experiential activities and group discussions.

## Learning Objectives

School of Management and Labor Relations:

- Demonstrate an understanding of how to apply knowledge necessary for effective work performance (Goal VI).
- Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations (Goal VII).

Labor Studies and Employment Relations Department:

- Analyze the degree to which forms of human difference shape a person’s experience of, and perspectives on, work (Goal 6).
- Work productively in teams, in social networks, and on an individual basis (Goal 13).

Course:

- Demonstrate skills and competencies on active listening, self-awareness and mastery, critical thinking, creativity, and problem solving.

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## Textbook and Technology

- Organizational Behavior (Free) - <https://openstax.org/details/books/organizational-behavior>. Print copy available - <https://www.amazon.com/dp/1593998775>.
- Polleverywhere (Free) - registration via email
- Kritik (\$20) for peer-to-peer learning and feedback - <https://www.kritik.io>

## Course Requirements

Students will be assessed based on the following criteria:

- Comprehension and Application (30%) - Quizzes, Video Case, and Critical Thinking Case.

Connect assignments and quizzes are tools to prepare students to participate in class activities and discussions. Therefore, **they are due by noon on class days. The deadline is firm.** No assignments or quizzes will be accepted after the due time. However, two lowest scores will be dropped to accommodate all personal situations, including technical issues, late registration, work, illness, religious holidays, and university-sponsored events.

- Attendance, Attention, Engagement, and Contribution to Learning (30%).

Students are required to attend all remote classes on time and in their entirety and fully attend to and engage in class activities and discussions through audio, webcam, polling, chat, and breakout room. Arriving late or departing early from a remote class will result in reduced credits for attendance. Not responding to class discussions and activities timely will result in reduced credits for attention, engagement, and contribution to learning. Two absences will be dropped to accommodate all personal situations (e.g., technology issues, illness, work, and religious holidays etc.). Contribution to learning includes completion of weekly field assignments.

- Contribution to Learning (15%).
  - Each student will sign up for one **“OB in Action”** case and lead a small group discussion (5%). Summarize the case (200 words), create three discussion questions, and answer (150 words) to each question. Submit this written assignment **before** class on the day you sign up. No change in date after you sign up. Each answer must include definition and application of a different key OB concept in the chapter. Late submission will receive deducted points. The OB in Action will be assessed by peers.
  - Peer Assessment and Feedback (10%). Each student will assess five written “OB in Action,” the team presentation and research summary.
- Team Projects (15%). The Team Project consist of two parts:
  1. Design a creative approach (e.g., experiential exercises, games, role-play etc.) to demonstrate five key concepts in your chapter and to answer questions in the “Critical Thinking” case.
  2. Summarize an academic research article that examines the effect of mindfulness or yoga on the chapter topic assigned to your team. The team will submit the pdf of their research article by noon September for approval must be submitted for approval the end of the class on September 21st. Late submission will receive no credit. Each team will submit one 2-3 pages written summary (double space, 1-inch margin, 12-point) - (1) the research question, (2) literature review, (3) methodology, (4) findings, and (5) implications for managers by noon on the day of team performance. Team members will verbally present this summary to the class.

Team performance will be assessed by peers. Absence on the day of a team presentation will result in a score of zero, regardless of reasons.
- Mindfulness and critical reflection paper (10%). Self-awareness and mastery exercises will be assigned. A 2-page critical reflection paper (double space, 1-inch margin, 12-point) is due by noon **December 10**.

## University Policies

- **Disability Services.** Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: <https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: <https://ods.rutgers.edu/students/registration-form>
- **Academic Integrity.** Plagiarism is a major offense at Rutgers University. You are responsible for understanding the academic integrity policy and following these principles. Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld. The complete academic integrity policy can be found here: <http://academicintegrity.rutgers.edu/>.

## Course Schedule (Subject to Change)

Dates		Topics	Readings & Assignments
<b>Week 1</b>	<b>9/2</b>	Introduction and overview	
<b>Week 2</b>	<b>9/9</b>	Ch. 1 Management and Organization • Appendix A Scientific Method in OB	Team Formation
<b>Week 3</b>	<b>9/16</b>	Ch. 1 Management and Organization  • Workshop - Mindfulness/Yoga in OB Research Article	Ch. 1 <b>Quiz Due</b>
<b>Week 4</b>	<b>9/23</b>	Ch. 2 Individual and Cultural Differences "OB in Action"  Ch. 2 Individual and Cultural Differences	Ch. 2 <b>Quiz Due</b> Research PDF Due
<b>Week 5</b>	<b>9/30</b>	Ch. 3 Perception and Job Attitudes  Ch. 3 Team 3	Ch. 3 <b>Quiz Due</b>
<b>Week 6</b>	<b>10/7</b>	Ch. 4 Learning and Reinforcement "OB in Action"  Ch. 4 Team 4	Ch. 4 <b>Quiz Due</b>

Dates		Topics	Readings
<b>Week 7</b>	<b>10/14</b>	Ch. 6 Perception and Managerial Decision Making	Ch. 6 <b>Quiz</b> Due
		Ch. 6 Team 6	
<b>Week 8</b>	<b>10/21</b>	Ch. 7 Work Motivation for Performance "OB in Action"	Ch. 7 <b>Quiz</b> Due
		Ch. 7 Team 7	
<b>Week 9</b>	<b>10/28</b>	Ch. 9 Group and Intergroup Relations	Ch. 8 <b>Quiz</b> Due
		Ch. 9 Team 9	
<b>Week 10</b>	<b>11/4</b>	Ch. 10 Understanding and Managing Work Teams "OB in Action"	Ch. 10 <b>Quiz</b> Due
		Ch. 10 Team 10	
<b>Week 11</b>	<b>11/11</b>	Ch. 11 Communication	Ch. 11 <b>Quiz</b> Due
		Ch. 11 Team 11	
<b>Week 12</b>	<b>11/18</b>	Ch. 12 Leadership "OB in Action"	Ch. 12 <b>Quiz</b> Due
		Ch. 12 Team 12	
<b>Wee 13</b>	<b>11/25</b>	No Class Meeting	
		<b>Thanksgiving</b>	
<b>Week 14</b>	<b>12/2</b>	Ch. 14 Conflict and Negotiation	Ch. 14 <b>Quiz</b> Due
		Ch. 14. Team 14	
<b>Week 15</b>	<b>12/9</b>	Ch. 18 Stress and Wellbeing "OB in Action"	Ch. 18 <b>Quiz</b> Due
		Farewell	